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ABSTRACT

This document describes findings from a survey of the women selected by their companies to receive the TWIN (Tribute to Women and Industry) award given by the Young Women's Christian Association. The women are described in terms of their years employed (the average was 19 years); career development (64 percent promoted within the last 10 years); education (62 percent held master's degrees); salary (over half earned over $51,000 annually); vocational plans (most want higher levels of management); sexual harassment (30 percent reported some); sex discrimination (half felt discriminated against); beliefs in the business world's receptivity to women (only moderate positive changes in receptivity were reported); ethnicity (84 percent were white); marital status (61 percent were married); income as compared to their spouse's (70 percent were equaling or bettering spouse's income); children (almost half had no children); use of child care (relatives and nursery schools were the most frequently cited types); difficulty in finding appropriate child care (this was an issue for 60 percent of the respondents); leisure activities (36 percent did not have time); and the impact that winning the TWIN award had had on their lives (the greatest impact was on their subordinates). The appendix of the report contains a copy of the survey instrument and the percentage of respondents' answers to each question. (CML)

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A SURVEY OF MANAGEMENT AND EXECUTIVE WOMEN IN NEW JERSEY

prepared by

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March 1988

U.S. DEPARTMENT OF EDUCATION
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Personal Career

Years Employed

Women who have been selected by their companies to receive the TWIN award are not newcomers to the work force. Only in two cases had the respondent worked less than six years. The average years of employment was 19 years; in fact, 57% have been employed for anywhere from 11 to 25 years. The TWIN honoree has, therefore, had time to demonstrate her talents to her company, but is still seen as an "up-and-comer," with time left to grow within the structure of her company. The data suggests that TWIN honorees are most likely to be represented in the 11 to 15 year group (28%). However, a significant proportion of honorees have been working for more than twenty-five years (23%) and fittingly, these women who entered the work force before the impact of the women's movement, were also recognized for the unique contributions they have made to their company.

Career Development

Compared to ten years ago, before they had received their award, a majority of TWIN honorees (64%) have been promoted within their respective companies. Within this group, most of these (72%) have continued to work within the same field, while nearly one-third of the promoted group are currently working in a different field. All of the women who answered this question were given more responsibility on the job. Virtually all of the TWIN honorees (93%) are at a higher management level than they were 10 years ago. Although their management level and responsibility had increased, only a little over half (56%) of the TWIN honorees reported that their travel had increased during the same period of time.

Explanations of movement to different fields is typified by such remarks as the following offered by TWIN honorees:

> "Began in secretarial, now in management in an administrative capacity."
> "From line operation to staff planning."
> "Was analytical chemist, now polymer engineer."
> "Additional departments added to my supervision."
> "From pricing to strategic planning."

Education

TWIN honorees are well-educated, with 62% holding a Master's degree or higher. Fifteen percent have attained a doctoral degree. Of the total group, 74% have pursued additional

training or education since they began working. Interestingly, however, among those honorees who have not pursued additional training or education since they began working, 24% make $76,000 or more, compared to only 15% of those who did pursue additional education or training. Companies have supported their honorees' efforts to improve themselves academically, with 82% of the respondents reporting that their companies have financed all or part of their education. In 42% of the cases, further training was initiated by the honorees but paid for solely by the company.

Salary

The TWIN survey sought to determine how honorees were being compensated for their work. More than half of the TWIN honorees earn over $51,000 annually. An interesting observation is that a large proportion of honorees in this category are also 31 to 40 years of age. In fact, this select group comprises 37% of the sample. This seems to be the "star status" of the TWIN honoree.

Table 1 shows how salary levels interact with marital status for the TWIN honoree group.

Table 1 - Salary

	31-40K	41-50K	51-75K	76K and over
Single	.33	.07	.14	.13
Married	.33	.92	.63	.62
Divorced	.33	.00	.22	.25

When one considers educational level, a predictable trend is evident. Honorees who have more training are making more money. Perhaps a corollary to this finding is the fact that the trend reverses when one considers the number of years of employment. In this case, the respondents who have worked longer are earning less. One possible explanation for these findings is that less years in the work force represent more years in school and an advanced degree. Another possibility is that those who entered the work force before the impact of affirmative action and the women's movement are still trying to catch up in terms of competitive salary levels.

Vocational Plans

When asked to identify what they thought they might be doing ten years from now, most of the honorees indicated they aspired to higher level management and executive positions. In the survey, they made reference to Directorships and VP positions. In a few cases, they indicated they expected to be "running the company." Another large segment of the group anticipated they would be retired in 10 years. However, others indicated they might start their own businesses; in fact, 16% of the respondents cited this aspiration. In a few cases, there were references to changing fields, such as engaging in teaching or writing, while one woman noted she would like to start a family.

Sexual Harassment and Sex Discrimination

The results on the questions about sexual harassment and sex discrimination supplied the following data. Of those who responded to this question, exactly 50% indicated they felt they had been the victim of sex discrimination, and 50% said they had not. TWIN honorees feel sexual harassment has been less pervasive. Of those who responded to this question (N = 80), 30% indicated they felt they had been subject to sexual harassment.

The data on sexual harassment and sex discrimination varied considerably across subgroups of the sample, particularly in terms of marital status, salary and age.

In terms of salary level, honorees in the highest salary bracket were more likely to feel they had been victims of sexual harassment. In fact, 44% of those who made $76,000 a year or more, responded affirmatively to this question. This is a higher percentage than at any other income level.

In terms of marital status, the perception of having been sexually harassed is highest among divorced women (37.5%), followed by married women (30%) and lowest among single women (23%). These figures are to be compared with the overall percentage for the entire sample which was 30%. The data would seem to suggest that either single women are less sensitive to the issue of sexual harassment since they may be more tolerant of sexual advances, or that married or previously married women are more sensitive.

In terms of age, 31% of the women in the 31 to 40 age group indicated they felt they had been sexually harassed. In sharp contrast, the same perception was true for only 17% of the 41 to 50 year olds and for 8% of the 51 to 60 year old category. Given these results, the question arises as to why one age group

would report a much higher incidence of sexual harassment. If younger women are more likely to be victimized by this event, then even the older women should have reported it as having happened to them in the past. One possibility is that the incidence of sexual harassment is on the rise; another is younger women are more sensitized to the issue.

The Business World Over the Last 10 Years

Receptivity to Women

In spite of the fact that these women have been relatively successful in terms of their careers, as a group, they still feel that changes in the business would toward women have been only moderate. Eighty-four percent feel business has become more receptive to women in management, and 58% feel the gap between monetary compensation for men and women for the same job has narrowed. However, a significant portion (34%) believe the gap has remain unchanged.

The vast majority (65%) indicated that women are attaining employment positions only slightly higher than 10 years ago. Twenty-one percent feel they are attaining positions that are much higher and 14% feel there has been no change in the type of positions woman acquire. This perception might be significantly affected by one's salary level, given the response frequencies for "much higher" tend to increase as salary level increases. In terms of the status of women in general, 90% of those who responded to this question (N = 78), felt the changes that have occurred over the last 10 years have not gone far enough.

Personal Data

Ethnicity

The vast majority of TWIN honorees are White (84%), with the remaining 16% nearly equally divided between Black and Asian. There was no representation from the Hispanic group.

Marital Status

Family issues were of particular interest in this investigation, given that it has been suggested many successful career women make sacrifices regarding marriage and children. A full 61% of the respondents are married, with 23% divorced and 16% single.

Income Comparison and Career Conflict

The honorees who participated in the survey were asked to compare their incomes to that of their spouses. Of those who

responded to this question (N = 56), the vast majority (70%) are earning equal or greater salaries than their husbands. Of this group, 50% have higher annual salaries than their spouse. Additionally, most TWIN honorees (68%) feel there is little career conflict in their marriage.

Children

Perhaps the most striking finding in this survey was the fact that nearly half of the TWIN honorees (47%) have no children. The next highest category was among respondents with two children (30%). Only 7% had three or more children. Recalling that younger women might be less likely to have given birth, the data was analyzed in terms of age for women who had no children. It was discovered that 35% of this group are in the age bracket from 31 to 40, and 62% are over the age of 41.

Table 2 compares career conflict ratings between women who have children and women who have none. Although TWIN honorees have indicated they do not experience significant degrees of career conflict with their spouses, it is apparent that the figures favor women who have no children.

Table 2 - Degree of Career Conflict

	Hardly	Somewhat	Greatly
No children	.69	.26	.04
Children	.47	.44	.09

When asked whether child care issues have affected their careers, a surprising 44% responded "hardly at all." However, nearly the same proportion (38%), indicated child care issues had "somewhat" affected their careers; and for 19% of those surveyed, child care had, in their view, "greatly" affected their careers.

Child Care Use

The women were asked to indicate the type of child care services they had used. There were six types from which to choose and a seventh category called "other." Recognizing that the type of child care of which one makes use, is related to the age, and perhaps the number of children one has, the TWIN survey found it was not uncommon for three or more types of child care

to have been utilized by the women in this group. In two cases, five different types of care were utilized. Forty-five percent of TWIN honorees said they used the services of relatives. The next most frequently selected category was nursery school (42%), with babysitters running a close third at 37%.

Difficulty in Finding Appropriate Child Care

Experiencing difficulty in finding appropriate child care was an issue for 60% of the respondents. The most frequently cited reason for this difficulty was due to unavailability of adequate resources. Ninety-one percent of the women who responded to this question selected this factor. Quality of service was also an issue for a full 48% of the mothers we surveyed, and 35% felt that location was a problem. Apparently, the least significant problem was that of cost. Only 13% of the survey participants offered this reason. It seems noteworthy that, although these women as a group have been quite successful in their careers, they have done so in spite of a less than supportive situation around the issue of child care. Their responses, coupled with the fact that nearly half the women in the survey do not have children, suggest the problem of how to provide quality care for children while their parents are at work is still a serious issue to be considered.

Leisure

When work is done, there may be time to pursue some leisure interests and activities. Although 64% of the women who responded to this question said they did have time for leisurely pursuits, 36% said they did not. Among the factors which logically contribute to the availability of time for pursuit of leisure interests, are the presence of children in the family and income level. In this TWIN survey, this reasoning seems to be supported. The mean salary of the leisure group, based on categorical values, is slightly higher than the non-leisure time group. In addition, 60% of the non-leisure time group have children, while only 50% of the leisure group have children.

Impact of the TWIN Award

The TWIN honorees were asked to consider whether or not there had been any change in attitude toward them as a result of receiving the TWIN Award. They were asked to consider four distinct groups: manager, peers, subordinates and other female employees. The changes in attitude were designated as positive, negative or none. Given the fact that being selected as a TWIN honoree is based on one's accomplishments thus far, it seems logical to assume that receiving the award is more likely to confirm, rather than alter attitudes.

In eliciting responses to this question, we were interested primarily in ascertaining if there was any negative impact as a result of receiving the TWIN Award. In only four cases was such an effect observed. Most of the respondents seemed to feel they could not accurately assess if a change in attitude could be attributed to the TWIN Award. Although the majority of women indicated there was no change in attitude toward them, 31% noted more positive attitudes on the part of managers, 30% felt peers were positively influenced, 33% felt subordinates responded more favorably, and among 29%, other women employees exhibited a more positive attitude toward the honoree. Therefore, one might conclude that the greatest impact was on subordinates, with managers running a close second. When asked what the TWIN Award meant to them, several honorees indicated it was a source of personal pride and satisfaction.

Comparisons and Conclusions

Given the information which has been provided in this report, how can we evaluate the status of these women in the workplace, and what factors can we identify that are related to their career success?

As might be expected, they appear to be doing quite well financially. For example, the average salary for female professionals, according to the Bureau of Labor Statistics (BLS) was only $23,400 per year in 1986. For men, the annual salary was somewhat higher at $31,200. The earnings of TWIN honorees as a group far exceeded both of these figures, with over 90% earning more than $30,000 a year. Other data from the BLS revealed only one in ten women in the U.S. earned more than this amount, and that only 1% of working women earned more than $50,000 a year. More than half of the respondents to the TWIN survey earned an annual salary at or beyond $50,000. Finally, according to the BLS, 12% of women earned more than their husbands in 1981, compared to approximately 50% of TWIN honorees. It would seem that, even as we account for the fact these figures are somewhat out-dated, this represents a significant difference.

According to a recent article in Fortune magazine, women hold roughly 35% of the 12.6 million executive, managerial and administrative jobs in the U.S., nearly double their share in 1972. In fact, from 1975 to 1985, there has been a 22% increase in the number of such jobs held by women. Allan Cox, author of the book, Inside Corporate America, surveyed 1200 executives from 13 major corporations in the U.S. and found that 85% of top executives said that their company is eager to promote women to middle-management positions. However, the opinions of these executives changed dramatically when they were asked about

promoting women into top level executive positions. In response to this question, only 68% supported such a move.

A 1986 issue of U.S. News and World Report has stated that, despite all the changes regarding women's status in the labor force, "women executives still find their advancement blocked by an invisible barrier, or 'glass ceiling', transparent enough to provide a view of the chief executive's suite, but tough to break through."

Julia Kagan, writing for Working Woman magazine, feels that while the notion of the glass ceiling is a reality, a better image is that of a pipeline, "increasingly full of well-trained women managers."

From the foregoing discussion, it seems quite evident that our TWIN honorees represent the prime candidates for these top level executive positions. By their own accounts, they seem poised to shatter the "glass ceiling" and move into the leadership roles in corporate America. However, there is evidence that there are consequences to such a development and there may be barriers which stand in the path of these talented and capable women.

A survey conducted by the consulting firm, Heidrick and Struggles, published in 1986, provides some interesting comparisons between male and female top level executives. According to the survey, at the vice president level and above, women executives still earn, on the average, 42% less than their male counterparts. Additionally, while 94% of male executives are married and only 5% have no children, only 56% of the women executives are married and a full 53% have no children.

These contrasts are striking reminders of the serious differences between male and female as a result of their participation in the corporate setting. The salary differential extends to the top levels of management and it appears executive women are confronted with hard choices about family and career which executive men have not had to deal with up until now. Some analysts have suggested the discrepancies between men and women in the workplace are due to the fact that women have less opportunities for adequate training or are less committed to their careers because of the demands of parenthood. However, even when these factors are adjusted statistically, the analysis of the BLS is the earning gap would only be reduced by 14%.

Aside from consideration of attitudinal barriers to the advancement of women in business, perhaps a more realistic perspective is that, as a cohort, women have not had enough time to break through the "glass ceiling." Women have been in

management positions only since the mid 1970's and, given it takes approximately 15 to 25 years to reach a top level executive position, there just hasn't been enough time for this transition to happen. According to a report on women in corporate America which appeared in Working Woman, the average age of a senior executive is 51 years of age. A woman who graduated with an MBA in 1975 at the age of 25, would be just 37 this year. Therefore, it may take another generation for women CEOs to be more than a rarity, but if it is to become a reality, we must continue to be attentive to the barriers and inequities which persist in the workplace with regard to female advancement.

In order to combat these inequities, companies must continue to evaluate the causes of salary differentials between males and females and to ensure they are not based on discriminatory practices. Old notions about why women can't make more money than their husbands or interrupt their career to have children must be discarded because they rob American businesses of a talented and competent resource. Companies will need to explore and to develop more responsible policies around flexible scheduling and parental leave, and to promote child care benefits or assistance plans, so conflicts between parental and worker roles, for both mother and father, are effectively minimized.

In the final analysis, the "glass ceiling" can only be shattered if companies continue to identify talented women and place them in visible positions within their organization. No doubt the most visible positions are at the very top of corporate America.

TWIN SURVEY

I. PERSONAL CAREER

1. What is your present status in the work force?	Percent
employed	0.94
unemployed	0.01
retired	0.05

2. How many years have you been working?	
0 - 5	0.02
6 - 10	0.18
11 - 15	0.27
16 - 20	0.12
21 - 25	0.18
26 - 30	0.10
31 - 35	0.05
36 - 40	0.07
41 - 45	0.01

3. How does your job compare today with what it was 10 years ago?	
a. Same company, same title	0.07
Same company, promoted	0.64
Changed company	0.25
Not working 10 years ago	0.04
b. Responsibility is more	1.00
less	0.00
unchanged	0.00
c. Management level is higher	0.93
lower	0.02
unchanged	0.05
d. Business travel is more	0.56
less	0.16
unchanged	0.28
e. Field is same	0.69
different	0.31

4. Have you pursued additional education/training since you entered the work force?	
Yes	0.74
No	0.26

		Percent
If yes, was it	self-motivated	0.83
	company initiated	0.38
	self-financed	0.20
	company financed	0.82
	self-motivated/company financed	0.42
	company initiated and financed	0.20

Highest level of education attained.

(12)	0.01
(14)	0.07
(16)	0.25
(18)	0.21
(20)	0.15
(22)	0.01

5. What is your current salary level?

$76,000 +	0.20
$51,000 - $75,000	0.44
$41,000 - $50,000	0.18
$31,000 - $40,000	0.11
$21,000 - $30,000	0.05
$ 0 - $20,000	0.02

6. In your career, have you ever experienced:

- sexual harassment

Yes	0.30
No	0.70

- sex discrimination

Yes	0.50
No	0.50

II. THE BUSINESS WORLD OVER THE LAST 10 YEARS

1. Has business become more receptive to women in management?

Yes	0.84
No	0.16

	Percent
2. What position levels are women attaining?	
Much higher	0.22
Slightly higher	0.65
The same	0.12
Lower	0.00
3. Has the gap between a man's and a woman's compensation for the same job:	
Narrowed	0.58
Widened	0.03
Remained unchanged	0.34
Been eliminated	0.05
4. There have been significant changes in the status of women in general. In your opinion, these changes have:	
Not gone far enough	0.90
Gone far enough	0.10
Gone too far	0.00

III. THE TWIN AWARD AND YOU!

1. What year did you receive the TWIN Award?	
1986	0.30
1985	0.09
1984	0.14
1983	0.11
1982	0.14
1981	0.14
1980	0.09
1979	0.01
2. Since receiving the TWIN Award, what change in attitude toward you and your position have you noticed in the following:	
- Management	
Positive	0.31
Negative	0.03
None	0.67

	Percent
- Peers	
Positive	0.30
Negative	0.01
None	0.68
- Subordinates	
Positive	0.33
Negative	0.00
None	0.67
- Other female employees	
Positive	0.29
Negative	0.01
None	0.69

IV. PERSONAL DATA

1. Age

21 - 30	0.02
31 - 40	0.53
41 - 50	0.27
51 - 60	0.17
61 +	0.01

2. Ethnic Origin

White	0.84
Black	0.09
Hispanic	0.00
Asian	0.06

3. Marital Status

Married	0.61
Divorced	0.23
Single	0.16

4. How does your income compare with that of your spouse?

Same	0.20
Greater than	0.50
Less than	0.29

		Percent
5.	To what extent do you feel that your career and that of your spouse have been in conflict?	
	Greatly	0.07
	Somewhat	0.25
	Hardly at all	0.68
6.	How many children do you have?	
	None	0.47
	One	0.15
	Two	0.30
	Three	0.06
	Four	0.01
7.	To what extent have child care issues affected your career?	
	Greatly	0.19
	Somewhat	0.38
	Hardly at all	0.44
8.	What type of child care have you used?	
	Child Care Center	0.29
	Relatives	0.45
	Babysitter in home	0.37
	Care by friends	0.26
	Live-in Housekeeper	0.16
	Nursery school	0.42
	Other	0.13
9.	Have you ever experienced difficulty in finding appropriate child care?	
	Yes	0.60
	No	0.40
	If yes, was the difficulty related to:	
	Cost	0.13
	Availability	0.91
	Quality	0.48
	Location (convenience to work/home)	0.35

		Percent
10.	Do you find the time to pursue leisure/volunteer activities?	
	Yes	0.64
	No	0.36